Defense Contract Management Command

1999 Customer Profile Report

"One Team, One Focus:
Customer Focus"

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Commander's Message

The Defense Contract Management Command (DCMC) is committed to effective implementation of the Government Performance and Results Act (GPRA). We are committed, not only because it's the law, but because the tenets of the GPRA--accountability, setting goals, measuring performance, reporting on progress, and focusing on results, service quality, and customer satisfaction--make good business sense. The Customer Support Team is an important vehicle for helping ensure our customers achieve their desired outcomes and measuring how well DCMC is meeting its customer needs. I am pleased to say that based on customer survey results, over 90% of our customers are pleased with the services DCMC personnel are providing across the Command.

Our overriding philosophy is "One Team, One Focus: Customer Focus." That is, our mission is to "provide customer-focused contract management services" to all of our customers--both external and internal. Even though the program manager is the direct user of our services, we must always remember that the ultimate user is the warfighter--the soldiers, sailors, airmen, and marines that proudly serve our country around the world. Customer also means the people we work and interface with at all levels. "One Team, One Focus: Customer Focus" is all about recognizing that we are dependent on one another and that we must work together as a team to perform our mission. It's also about listening to the needs and expectations of our teammates and using the information that we learn to continually improve. That is why the analyses contained in the Customer Profile Report are so very important.

We all share in the responsibility to "look to the future for today's direction" in all that we do. In doing so, we can anticipate and prepare to support smaller, more agile and affordable acquisition organizations that require a flexible, more highly trained workforce. We can foresee the need for and move toward establishing more enduring partnerships with our customers and suppliers in the Department of Defense. Armed with this foresight, we can successfully work toward continuously providing great service to our customers, being value added in all that we do, and being proactive in finding better ways to manage our business. When customers know and understand this, they will demand our services and we will not only meet their expectations, we will exceed them.

Given the dynamic challenges facing us, I am confident that the goals, objectives, and initiatives being undertaken by the Customer Support Team not only meet the objectives and intent of the GPRA but also form the basis for a renewed customer/ DCMC relationship now and into the 21st century.

TIMOTHY P. MALISHENKO
Major General, USAF
Commander

Customer Support Team Concept

We live in a fast-paced, ever-changing environment where commitment and teamwork are necessities. DCMC's goal is to provide timely, accurate and efficient contract management services to our customers and, ultimately, to the warfighter. The Customer Support Team's contribution to this endeavor is to facilitate improved lines of communication with DCMC customers and the CAOs providing the front line support. As discussed in the following sections of the FY99 Customer Profile Report, DCMC is providing first class service to our customers, no small feat in today's dynamic environment of acquisition reform and infrastructure streamlining.

This report serves as a conduit to help illustrate what our customers are saying about DCMC, what the information is telling us, and what the Customer Support Team plans to do in FY 2000. Moreover, it provides a snapshot of our information collection processes, players and customer feedback analysis and trends.

True Customer Satisfaction is realized when a servicing organization understands, and is responsive to, the full breadth of a customer's needs and priorities. DCMC continues to make great strides here and it is reflected in the customer feedback.

The Customer Support Team solicits your comments and suggestions for improving our service as we continually explore new and better ways to meet our customer and warfighters' needs.

Please feel free to give me a call at (703) 767-2392 or DSN 427-2392, email: Jerry_Derrick@hq.dla.mil. I will be receptive and appreciative of your ideas and suggestions.

Jerry F. Derrick
CAPT, USN
Director, Customer Support Team

Customer Outreach

The Customer Support Outreach Program is multi-faceted, and designed to both identify and evaluate customer needs, expectations, and the perceived quality of our services. It is a closed-loop program that provides feedback, corrective action, education, and resolution of customer issues and concerns. The Program encompasses DCMC monthly telephone surveys, Postcard Trailers, Customer Service Standards, and Customer Visits. The objective is to present an integrated, multifunctional feedback system for DCMC in order to maximize customer satisfaction through continuous customer feedback and process improvement. The Customer Outreach User's Guide explains the process in detail.

A detailed description of our major customers, their missions, and their business base with DCMC is contained in Appendix A.

Customer Satisfaction Phone Survey Results

Customer Satisfaction Survey

The customer satisfaction survey consists of five questions that focus the customers on key aspects of DCMC service, such as the Command's ability to provide the right item, at the right time, at the right price, and with the right advice. The survey also asks about our customers' overall satisfaction with DCMC, and finally solicits feedback on particularly good support the customer has received from DCMC. The target customer population is comprised of ACAT Program Managers, Commodity Managers and Contracting Officers across the DCMC customer base. The contact data is pulled from the Program Integration application of DCMC Information Repository and Automated Metric System (DIRAMS). A total of fifty surveys are conducted every month by the DCMC Districts. The results are tabulated monthly and analyzed for the purpose of identifying trends and systemic issues or concerns that require further action or discussion with customers. Across a complete year of data collection, we have a confidence level of 95% and an error of +/- 3%.

The surveys are measured on a Likert scale where a 1 equates to "very dissatisfied", and a 6 equates to "very satisfied". When a customer makes an actionable comment or rates us below a 5, the comment is forwarded directly to the CAO Commander, process owner, Customer Liaison or District point of contact for resolution and timely follow-up.

The following charts illustrate DCMC ratings for FY99.

Customer Satisfaction Trends

Percentage Rating >5

Goal
•Consistently provide responsive, best value supplies and services to our customers

VIA Phone Surveys

Goal: 90%

Customer Satisfaction
Goal Percentage

FY 97   FY98

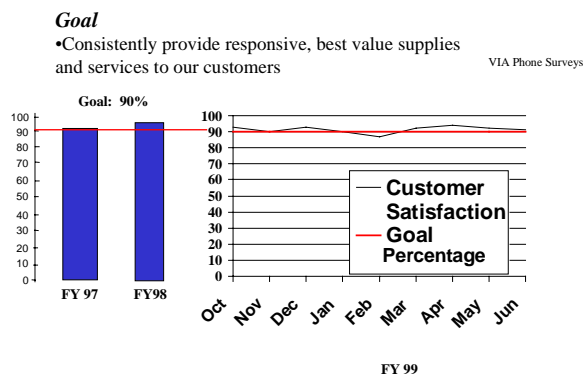Oct Nov Dec Jan Feb Mar Apr May Jun

FY 99

Chart 1

The DCMC performance goal for FY99 was to achieve a 90 percent survey response rate of 5 or higher for the overall satisfaction survey question. As shown on the

preceding chart, customers are extremely satisfied with our services, with 91 percent of all ratings exceeding a 5, and only slight fluctuations from month to month. This is consistent with our ratings of 90% for FY97 and 91% for FY 98.

Customer Satisfaction Ratings by Service
Overall Support FY '97-99

Ratings: 1 - 6 Likert Scale
   1 = very dissatisfied
   6 = very satisfied

DCMC
Goal 5.0
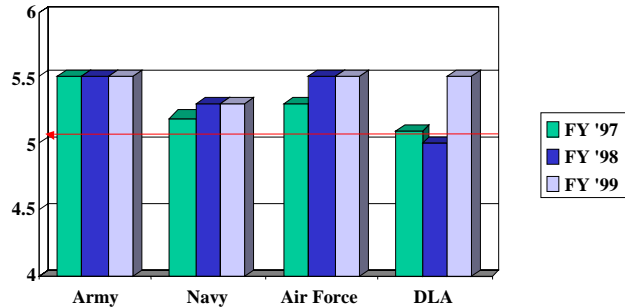
	Army	Navy	Air Force	DLA
1997	5.5	5.2	5.3	5.1
1998	5.5	5.3	5.5	5.0
1999	5.5	5.3	5.5	5.5

Chart No. 2 compares the overall rating from the Services and DLA Supply Centers for FY 97 through FY99. Chi Square analysis did not reveal any statistically significant differences among the ratings. It is noted, however, that the DLA Supply Center ratings have improved in FY99.

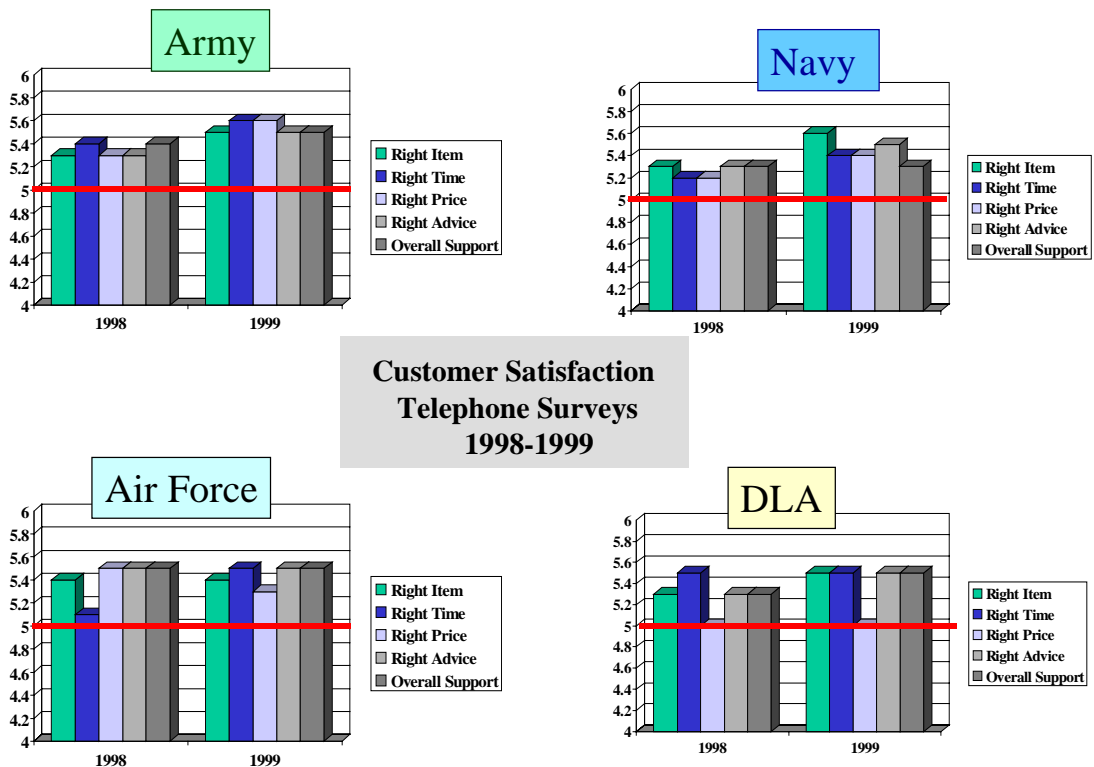**Customer Satisfaction Telephone Surveys 1998-1999**

CHART 3

The charts above illustrate customer ratings for each of the five response categories. It is noteworthy, that while our overall performance goal is keyed to Category 5, "Overall Support from DCMC," customer ratings for each of the other four categories remained very high in FY99.

DLA has voiced concern about our ability to provide quality pricing support in a timely fashion. This is reflected in their comments and contributes to pricing being an issue driver with the Supply Centers. The issue is addressed, in detail, under Pricing in the analysis section.

Analysis of Customer Comments

In FY99 the customers provided specific comments on various topics on 255 of the 600 surveys. In some cases, Program Mangers and PCOs commented on more than one topic. The entire database of comments was reviewed and a pareto analysis was performed. The chart below groups all the comments in eleven response categories, positive and negative issues, by quantity of comments received. Due to the limitations of DIRAMS, the customer survey data was maintained by the Districts in a local database and was not available Command-wide. DIRAMS V5.0 overcomes this limitation and all future survey data, including comments will be available Command-wide via the "Survey" catalog in Impromptu. Discussion on the "heavy hitter" comments and "issues" are discussed on the following pages of this report.

Customer Comment Totals
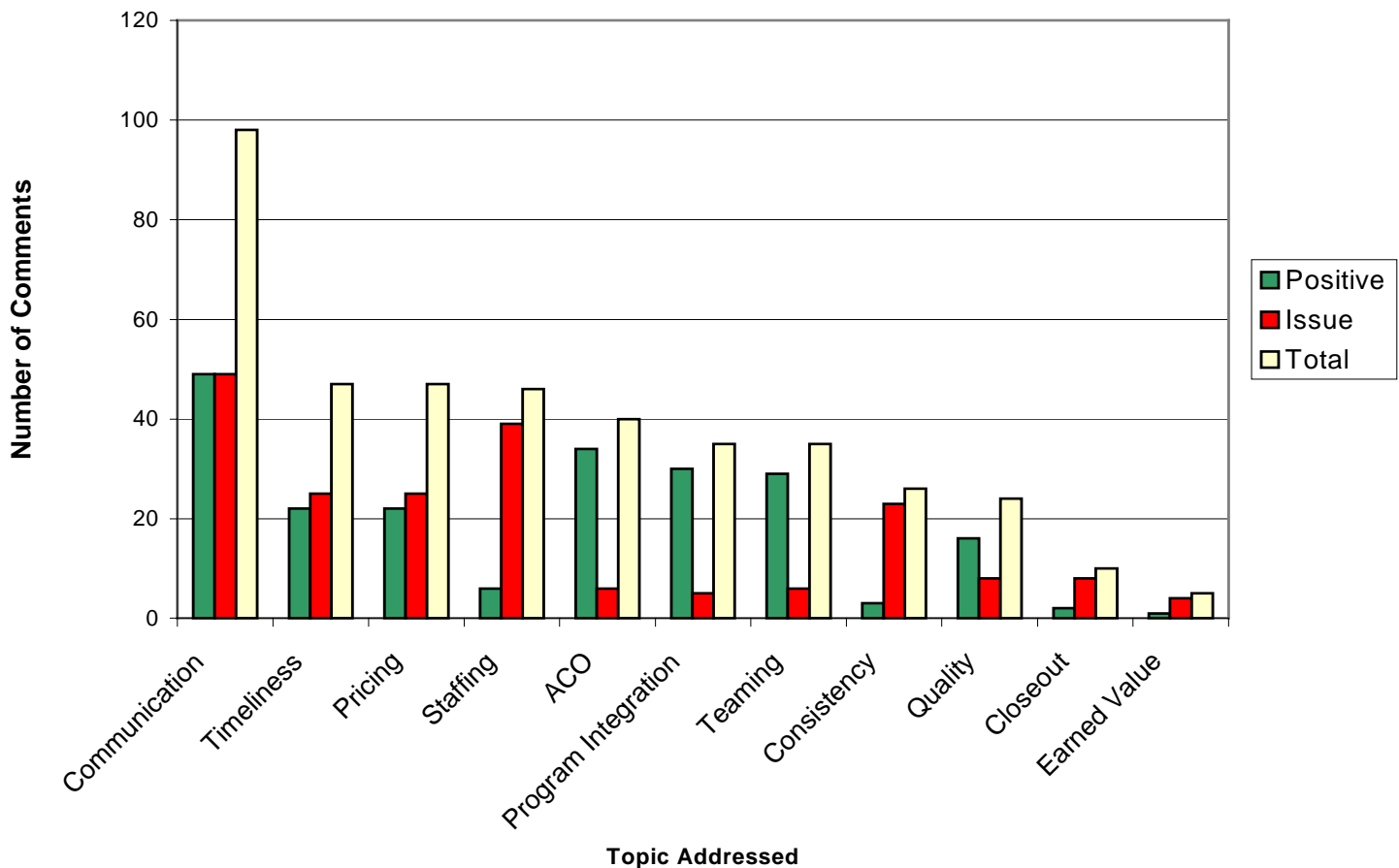
High Satisfaction Drivers

The following chart breaks out positive customer comments in order of total positive comments received. The key areas that the customers spoke to were Program Integration, Administrative Contracting Officer Functions, Teaming, and IPTs. Communication, Timeliness, and Pricing are addressed in the issue section of this report, as customers voiced more concern in these areas. Quality Assurance is not specifically addressed in detail, but the comments focus on timely communication, or lack thereof.

Customer's Positive Comments
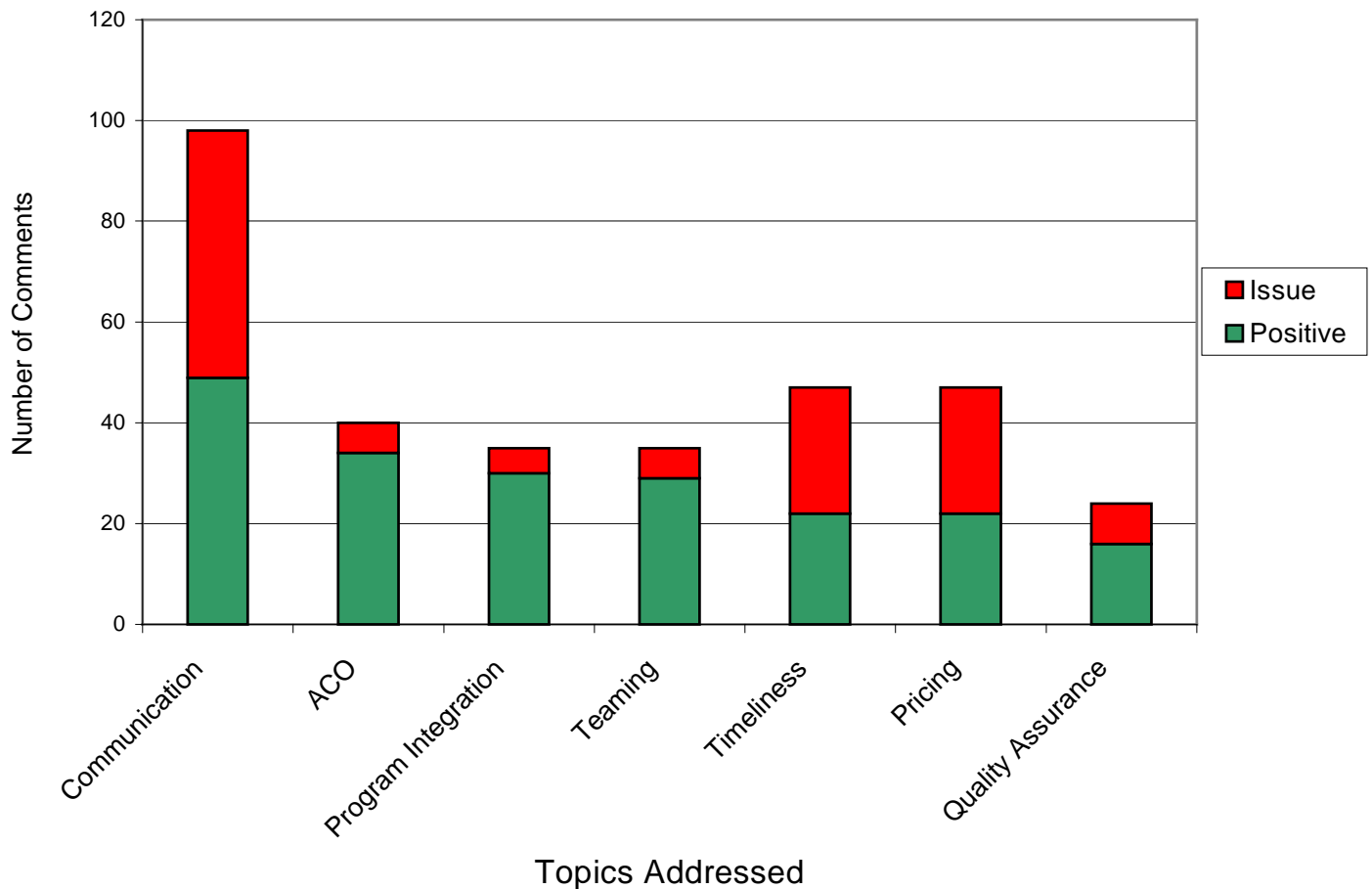
Administrative Contract Officer Functions
The Procurement Contracting Officers (PCOs) that we surveyed were very pleased with the support provided by the ACO, and a handful of Program Manager's also directly commented on the outstanding support provided by the ACO. Eighty-four percent of the comments were positive. A typical comment is, "*ACO does a great job and is wonderful.*" The qualities that seem to set ACOs apart are their timely, accurate and responsive communication with the customer on a very frequent basis.

ATIRCM/CMWS, Army: *"ACO is phenomenal and exceptional! Never, ever worked with an ACO like this before. She is responsive, proactive, gets right back to you with information. Issues modifications, same day in most instances."*

AN/TPS-59 V3, Marine Corps: *"ACO is top-notch. He is the only guy I deal with. He is my go-to guy. Ten years ago I would have said 'If they [DCMC] leave, I wouldn't know it.' I have a firm fixed price contract. Lockheed is not an easy company, and because of ACO, we are able to do it."* (note-survey respondent was a Program Manager)

Of the comments raising issues, 8% mentioned rotation of ACOs or the lack of having a permanent ACO assigned to the program. This loss of continuity in the ACO position adversely affected teaming, communication, and responsiveness.

Program Integration

The customer was extremely appreciative the role of the Program Integrator (PI) and the job the PIs perform leading the program support team and acting as the focal point for the Program Manager. One customer said: "DCMC's role of being the eyes and ears at the contractor site all comes together with the PI." The customer was very pleased when the Program Integrator kept in close communication, executed a Memorandum of Agreement, and was proactive in dealing with issues. A total of 35 comments addressed program integration and the PI. The majority (86%) were positive. Typical comments are:

T-45TS, Navy: *"Very supportive. PI keeps us informed on a weekly basis and informally on a daily basis. DCMC's support has helped the program reach the level of success they have today."*

Warfighter-1, Air Force: *"DCMC provides us with monthly status reports and observations. Especially helpful since we are on one side of the country and the contractor is on the other. Areas covered by DCMC are relevant."*

AEGIS, Navy: *"An outstanding group at DCMC [XYZ]. However...[PI] really stands out! Does a super job and gives DCMC an excellent reputation by providing whatever the customer needs, [sometimes] even before we know we need it. Many times a PI is caught in the middle trying to satisfy program office and contract requirements and needs. [PI] does a superb job of satisfying both me and the program".*

120MM Tactical, Army: *"DCMC does a good job. We have a good working relationship...There is also an MOA in place with DCMC and the PM and we [PCO] have also been included in the MOA."*

CEC, Navy: *"MOA in place with DCMC and us. DCMC has responded and met every requirement we have asked. Very pleased with support. We are getting ready to move to production and see DCMC playing an expanded role."*

Of the 11% of the comments that raised issues, many of the concerns cross into other areas. For example, two of the comments specifically mentioned Earned Value Analysis and our inability to get the detailed insight to the Program Office in a timely manner. Others issues concerned the responsiveness of the PI and the timeliness of their reports.

Teaming

The customer seems to be very pleased with our efforts to be part of the acquisition team. Customers commented on our teaming in 14% of the instances and 83% of the comments were positive. DCMC and our performance seem to be well liked in instances where we make the effort to join the Program Manager's team. In some cases, the Program Support Team is even matching up and becoming part of the Program Office's IPT structure, improving communication, reducing report generation, and reducing the time it takes to notify the Program Manager. The customer is also very pleased with our participation in Alpha Contracting.

Bradley Fighting Vehicle Support Upgrade, Army: *"DCMC works with us and supports us. They are also teaming well in their support of us. A couple of years ago would not have rated them as high. They have turned the corner. They also support us in matters of acquisition reform, with willingness to look at new ways, etc. DCMC is support oriented to the customer!"*

RSA Phase I Spacelift Range Modernization, Air Force: *"We have done a lot of unusual things in this program including a teaming approach with government and contractor. We find this to be very innovative, as a lot of times no one includes DCMC/DCAA on team. We have found DCMC to be very responsive and the communication has been great."*

P-3 Block Upgrade Mod, Navy: *"... PST is absolutely fantastic, support on ALPHA contracting made a big difference in program."*

Customer Issues

The following chart breaks out topics where the customers raised issues or concerns by total count of comments. The areas where the customers were primarily concerned are Communication, Timeliness, Consistency, Staffing, and Pricing. It must be noted that many customers also had positive comments in these areas. Examples of positive comments are interspersed with the comments expressing concern.

Key Customer Issues
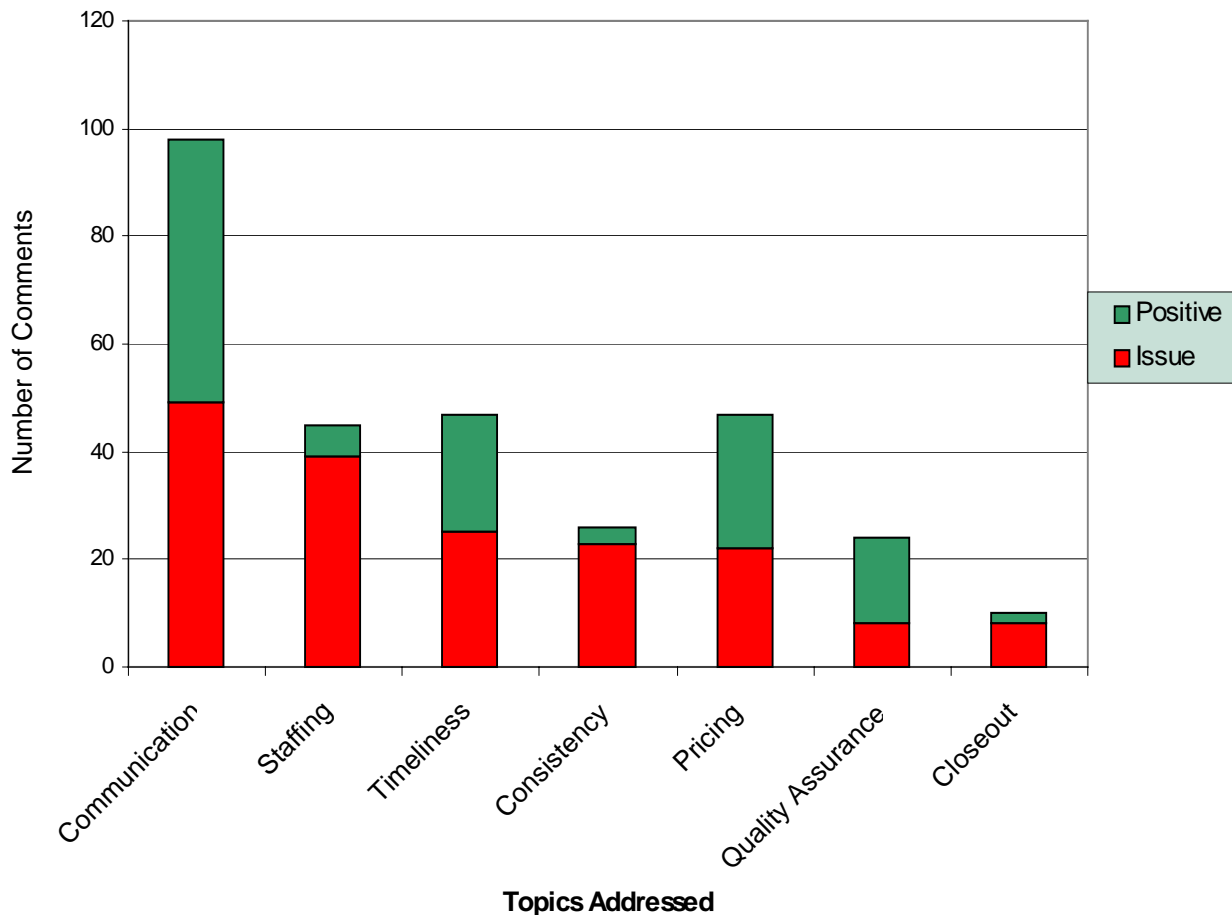
Communication
Communication is the most commented on area of our performance. Of the customers who commented, over 38% cited concerns with our communication. The customers are split on whether or not DCMC communicates well, and the perception of consistency and the level and quality of service among Contract Administration Offices is the biggest driver. Half of the customers had positive comments about our ability to keep them

informed; the other half had an issue in dealing with DCMC. Some customers don't know their DCMC counterparts, while others can't live without their's. Regardless of how well we do our job, the customer will never be happy if we are non-responsive.

Commodity Based Application Group-Military Support Division, DSCC: "*Right Advice/ Overall Support: Big communication problem. DCMC doing things without our knowledge or notifying us of what is happening (e.g. canceling orders without telling us -- copy in mail does not suffice as notification; DSCC supply no longer needs item, go to cancel, DCMC has extended delivery schedule.) ... DCMC telling contractor's things we (DSCC) don't know anything about -- makes for difficulty in dealing and communicating...DCMC does not seem to have the same volume of work as DSCC. Administrators are backed up -- received 300-400 pieces of mail. DCMC can't seem to understand that this volume makes it hard to respond to 3-5 day response deadline. Threats are made by DCMC to our administrators, which builds up adversarial relationships. Efforts should be made to better communicate and work toward a more mutual agreement. Need more communication between ACOs and PCOs!"*

E2-C, Navy: "*I have noticed a remarkable increase in quality from DCMC. In the past, DCMC folks had a drop-dead attitude in their support. Now DCMC sets a date and keeps it. If they can't, DCMC will keep us informed.*"

When the customer is happy, they usually talk about being pro-active, acknowledging messages, calling back, answering voice mail, teaming, and central points of contact. When the customer is unhappy, they usually talk about the absence of those things as well as DCMC personnel not communicating with other DCMC personnel.

CECOM Terrestrial Communications Branch, Army: "*Deal with many DCMC offices. Recently had some situations where QARs reluctant to speak with each other. (e.g. Unicor had items to ship and got delayed because QARs not communicating with each other.) Improvement: More coordination between QARs where necessary.*"

MPIM/SRAW, Army: "*DCMC very responsive. Has definitely helped out our program. Just signed MOA to provide us with more support. ...very proactive office. They do an excellent job!*"

The Command attempts to monitor its ability to communicate through the use of the Service Standard Metric. While the survey results indicate that we are meeting our goal over 98% of the time, the customer continues to emphasize good communication.

Night Vision, Army: "*More pro-active, Call backs are important.*"

JTACS, Army: "*Right time, contract closeout: Send for information and either we don't receive a response or it is not provided in a timely manner. Note—this is general to most of the DCMC Offices.*"

Combat ID, Army: "*DCMC has provided good support. ACOs are knowledgeable, accommodating; helpful. Very good experience, very satisfied. One problem: Lots of time you get voice mail, which can be frustrating, especially when you need to get hold of a live person. CECOM does not have voice mail.*"

PLSR, Air Force: "*Good support from DCMC. Always in contact....They get back to us. We also do a good job of including them also.*"

AIM 9X/M, Navy: *"Communication from the ACO to the PCO could be improved. Would like a permanent ACO, not a temporary one."*

Staffing

Staffing is the second most commented on topic with 18% of customers mentioning our work force. The majority of the respondents expressed concern about our capabilities and timeliness. The customers also commended us for picking up workload as they too downsize, as well as our ability to provide world class services with a reduced work force. The comments are a leading indicator of where we will be in the future and the fact that our workforce has been significantly reduced.

B-52 Mod/Fleet Support, Air Force: *"DCMC provides quick response. Loss of people has affected responsiveness to some degree."*

Wolverine – Heavy Assault Bridge, Army: *"DCMC dramatically cutting back on staff. Staff that is there is overburdened but do a fine job. Just see the cutbacks as affecting timeliness of products and services."*

These comments were collated and worked into the briefings for OSD Budget justification and will be used at the next Board of Directors meeting to show the Board how much the customer values our expertise and how our budget cuts have affected our ability to provide the needed services.

C-130, Air Force: *"DCMC needs personnel! Don't have enough to do the job we are asking them to do. Move now is toward less oversight, which causes ranking down of personnel. However, we find that on the C-130J program there is a need for more INSIGHT rather than less oversight."*

120MM M981 Ignition Cartridge, Army: *"You are downsizing. People have an enormous workload. Result: we have to wait. Not your fault. Too much work, not enough people. Great otherwise –we need you for PAS. We value your judgement. You are expert in the field."*

CECOM Space Communications Branch, Army: *"DCMC offices, that do a good job, make life much easier -- helpful to have someone who can really supports you and shares the workload burden. DCMC keeps reorganizing and getting smaller while workload gets greater for those who are left. ...DCMC is a necessary entity to keep. You have the info needed; you are closer to the contractor and have more input and knowledge relative to the contractor. Would not like to see anything happen to DCMC. Very necessary branch and helpful in administration."*

The customer is extremely attuned to declining resources and budgets, i.e. the stability of the work force. Anything the CAO Commander can do to stabilize who supports which programs will have a positive impact on our customers perception of DCMC's support. Communication with the customer is key. The customer is also aware that we need to make risk based decisions, but once we have made a decision, that does not obviate the need to periodically reassess the risks of the program and our surveillance.

ATIRCM/CMWS, Army: *"Stability of manpower very important. Almost lost DCMC Engineer whom I consider to be very critical to the program."*

AN/SQQ-89M, Navy: *"Understand budget cuts and I have seen the effect in terms of DCMC coverage. Products assessed as low risk at the time turned out to be high risk. I cannot fault the decision because it was right at the time, but DCMC needs to keep antennae up for any changes in the contractors' process. In light of reduced resources, DCMC needs to be very careful in how they choose what they surveil."*

Timeliness

DCMC's ability to communicate and perform work in a consistent manner is also emphasized by the wealth (15%) of comments on timeliness. Fifty-three percent of the customers said positive things about our ability to provide the Program Manager what he needs in a time frame that he can use it. The other 47% raised issues as to our ability to provide the right product at the right time.

HYDRA-70, Army: *"Your financial Pre-Award Surveys take a long time (sometimes), but are worth waiting for. DCMC Office is excellent. Your advice is always considered."*

DISC-N/Hardware, DLA: *"Not very happy with DCMC... Most of the time DCMC is not timely, slow to respond. They either provide right at wire or after the date has past."*

Longbow Hellfire, Army: *"...It takes forever to negotiate FPRAs. Not sure if it is Lockheed Martin's fault or DCMC's fault. Makes my job of closeouts and ULO's more difficult."*

MILSTAR, Air Force: *"Problem with FPRA's. Have not had one in 6 years. Not sure if problem is DCMC or Raytheon reorganizing or that they cannot overcome their differences and arrive at agreement."*

TARS-Theater Airborne Reconnaissance System, Air Force: *"DCMC very timely. Exactly what I need, when I need it. I am very satisfied."*

Consistency

Customers who deal with more than one Contract Administration Office point out the need for a Command-wide focus on how we do business. While most of the time, these customers gave us good numeric scores, they point to our weaknesses in their comments. Ten percent of the customers surveyed raised issues regarding the different level of service they receive from various CAO offices.

Night Vision, Army: *"Depends on the DCMC office dealing with—some are very good, others are average, and some are just poor"*

Surface Combatant Weapon Systems, DSCC: *"...Areas for improvement: Different DCMC Offices doing the same thing differently (e.g on-time delivery policy) -- some offices aware of the change while others don't seem to be. It seems to be a problem of how quickly the word is disseminated."*

Terrestrial Communications Branch, Army: *"Difference in customer focus from one DCMC office to another. Depends on the Commander –some offices better than others."*

Maverick R&M, Air Force: *"New Commander has made a great impression-made customer visit to find out what buying command needed from DCMC. Increased support to program—just outstanding."*

DCMC's overriding commitment is: "One Team, One Focus: Customer Focus." DCMC has many tools in place to maintain this focus. Specifically, the DCMC One Book sets forth the mandatory policy that all CAOs must follow in performing the Command's contract management mission. Detailed procedural guides and manuals provide additional guidance and support. The annual DCMC Business Plan communicates the Command's long-range and annual planning guidance. The DCMC Long-Range Plan contains the Command's mission, vision, and long-range goals and objectives. The Performance Plan contains the annual performance goals that support the long-range goals and objectives. DCMC organizations commit to achieving target levels of performance for each of the performance goals in their Performance Contract. The performance indicators that support the performance goals are contained in the DCMC Metrics Guidebook, which is linked to the Plan. DCMC also encourages CAOs to link their team level plans to the Performance Plan to ensure that all efforts are focused on the Command's mission and vision and to help articulate every employee's role in achieving the Command's goals and objectives. DCMC uses a standard Command management review process to track the progress of all DCMC organizations in achieving their target levels of performance. Other sources of assessment information, such as the results of Internal Operations Assessments and other internal assessment tools, are important tools that are available to the CAO Commander to ensure that his or her Command is performing efficiently and effectively and is meeting the customers' needs.

Pricing

The customers commented on in 18% of the survey responses. The split between favorable and unfavorable comments was about even. The comments highlight general themes (Communication, Timeliness, Consistency, and Staffing) and also point to specific functions involved with pricing. When the customer has been positive, they tend to comment on evaluating contracts and proposals, IPT Pricing and Alpha Contracting, and specific analysts timely, thorough responses to requests.

IEWCS, Army: *"We do Alpha contracting and they have supported us every step of the way. Anything we need they provide to us. Great Job!"*

DMSP, Air Force: *"Since moving to IPT, we have gotten a lot more support from DCMC folks. DCMC provided tremendous support on SSMI settlement which occurred in April. DCMC and DCAA worked closely and side by side with us and it resulted in a $50 Million claim."*

SINCGARS, Army: *"Best price analyst I have met in my life! He has done amazing work on reviewing contractor proposals for purchases of spares on SINCGARS"*

The issues raised by the customer are grouped in two areas and comprise 76% of all pricing related issues. First, the Program Offices are concerned about having FPRAs in-place. The customer has recognized that corporate mergers are a driving factor, but they still need the agreements.

Night Vision, Army: *"Would ask that DCMC try to get FPRAs in place. This would make our jobs a lot easier."*

MILSTAR Terminal, Air Force: *"Right Price: Problem with FPRA's. Have not had one in 6 years. Not sure if problem is DCMC or Raytheon reorganizing or that they cannot overcome their differences and arrive at agreement. Have lots of time and material contracts as well as annual contracts needing price rates. Raytheon keeps changing rates and this ends up in us doing a lot more work than I believe we have to do."*

Longbow Hellfire, Army: "*It takes them forever to negotiate FPRAs. Not sure if it is Lockheed Martin's fault or DCMC 's fault. Makes my job of closeouts and ULO's more difficult."*

Secondly, DLA raises issues with the amount of consideration negotiated for delivery schedule extensions.

DISC-N Hardware, DLA: "*When DCMC negotiates consideration, they don't negotiate fair amount contractor should be giving the Government. DCMC is going just for administrative cost. IMPROVEMENT: Look at guidelines for consideration."*

DSCR- Product Center 6: *"DCMC obtains little to no consideration on contracts worth hundreds of thousands of dollars. Need to obtain more or provide formula whereby we are calculating consideration."*
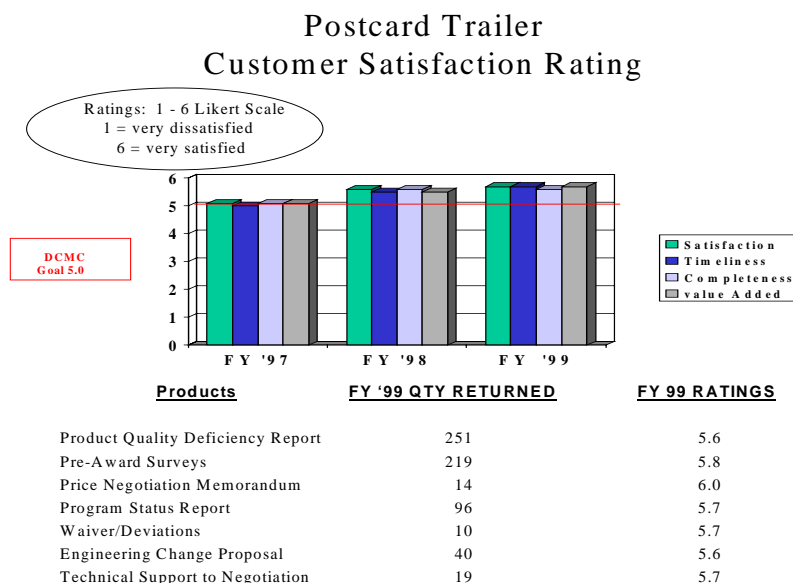
Postcard Trailer Feedback

Postcard Trailers are feedback surveys designed to measure customer satisfaction. The postcards are attached either electronically or hardcopy on the following products:
- Engineering Change Proposal (ECP) evaluation
- Waiver/Deviation Request evaluation
- Product Quality Deficiency Report (PQDR) evaluation
- Price Negotiation Memorandum
- Program Integrator Report
- Technical Support to Negotiation
- Pre-Award Surveys.

The customer who receives one of the above products completes the trailer card survey and transmits it, either in hard copy or electronically, to our Districts. The trailer cards are then tabulated and analyzed. Cognizant field activity personnel follow up on specific customer issues and concerns immediately with the customer. Postcard Trailer trend data has been above the Command's established performance goal, indicating a high level of customer satisfaction with specific DCMC products.
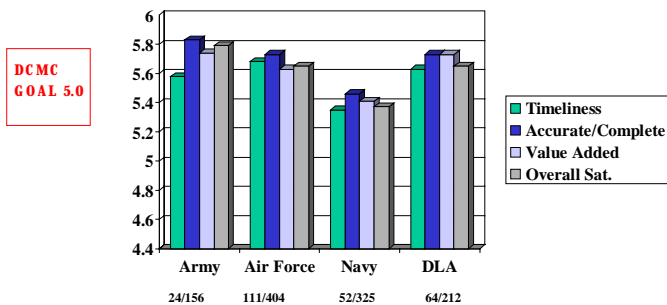
In April of last year, we initiated a one-year test of the Postcard Trailer program that incorporated two changes. First, we reduced the number of products with Postcard Trailers from fifteen, to the seven products above. Second, we significantly reduced the number of Postcard Trailer mailings. The test has been successful, as evidenced by the extremely high overall return rate of greater than 25%.

The chart below illustrates the average customer rating received on each of the four satisfaction questions for all products combined from FY97 to FY99. The ratings are quite high and trending higher, indicating our customer's satisfaction with our products and services and the positive impact that process changes have made.

Postcard Trailer
Customer Satisfaction Rating

Ratings: 1 - 6 Likert Scale
1 = very dissatisfied
6 = very satisfied

DCMC Goal 5.0

Legend: Satisfaction, Timeliness, Completeness, value Added

Products	FY '99 QTY RETURNED	FY 99 RATINGS
Product Quality Deficiency Report	251	5.6
Pre-Award Surveys	219	5.8
Price Negotiation Memorandum	14	6.0
Program Status Report	96	5.7
Waiver/Deviations	10	5.7
Engineering Change Proposal	40	5.6
Technical Support to Negotiation	19	5.7

On the next two pages, Service and DLA Supply Center ratings on each of the seven DCMC products are illustrated. Although there appears to be some opportunities for improvement, all ratings exceed the DCMC Goal of 5.0. While the variations in the data are not statistically significant, the scales are expanded to highlight minor variations. As discussed previously in the pricing section, DLA expresses dissatisfaction with our ability to perform price negotiations in a timely fashion and inability to receive larger consideration in such areas as delivery schedule extensions.
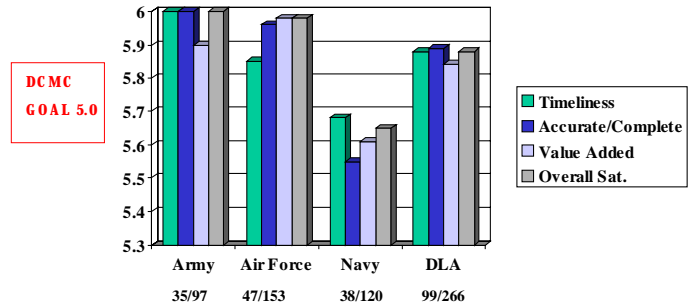
Postcard Trailer
Customer Satisfaction Rating

DCMC GOAL 5.0

Legend: Timeliness, Accurate/Complete, Value Added, Overall Sat.

Army 24/156   Air Force 111/404   Navy 52/325   DLA 64/212

Product Quality Deficiency Reports (PQDR)

QTY: 251/1097   23% Return Rate

Postcard Trailer
Customer Satisfaction Rating

DCMC GOAL 5.0

Legend: Timeliness, Accurate/Complete, Value Added, Overall Sat.

Army 35/97   Air Force 47/153   Navy 38/120   DLA 99/266

Pre-Award Survey (PAS)

QTY: 219/636   34% Return Rate

Postcard Trailer
Customer Satisfaction Rating

DCMC GOAL 5.0

Legend: Timeliness, Accurate/Complete, Value Added, Customer Sat.

Army 24/104   Air Force 17/136   Navy 26/128   DLA 29/125
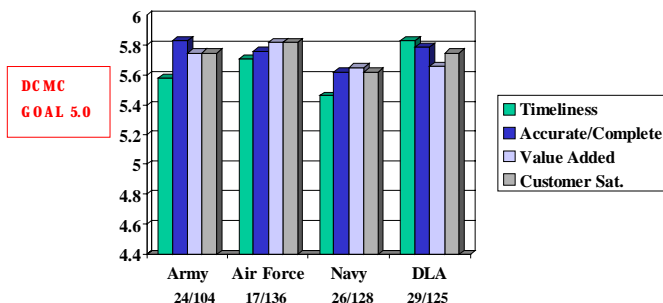
Program Status (PS)
QTY: 96/493   19% Return Rate

Postcard Trailer
Customer Satisfaction Rating

DCMC GOAL 5.0

Legend: Timeliness, Accurate/Complete, Value Added, Customer Sat.

Army 15/47 0/4   Air Force 19/29   Navy 6/17   DLA
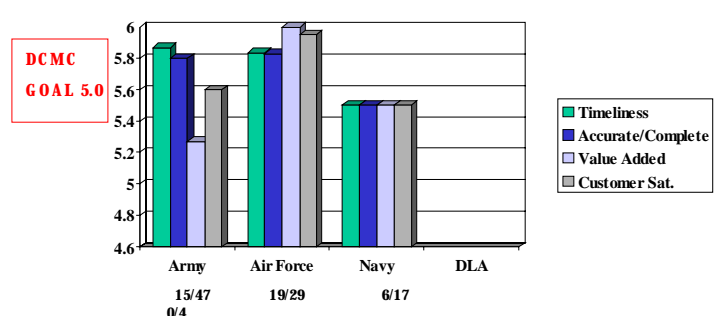
Engineering Change Proposal (ECP)
QTY: 40/97   41% Return Rate

Postcard Trailer
Customer Satisfaction Rating

DCMC GOAL 5.0

Legend:
- Timeliness
- Accurate/Complete
- Value Added
- Customer Sat.

Army 2/6   Air Force 0/13   Navy 1/14   DLA 7/43
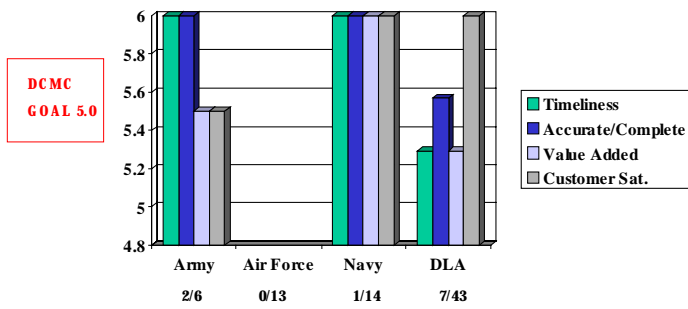
Waiver/Deviations Request (WAV)

QTY: 10/76   13% Return Rate

Postcard Trailer
Customer Satisfaction Rating

DCMC GOAL 5.0

Legend:
- Timeliness
- Accurate/Complete
- Value Added
- Customer Sat.

Army 2/15   Air Force 7/15   Navy 2/8   DLA 8/16
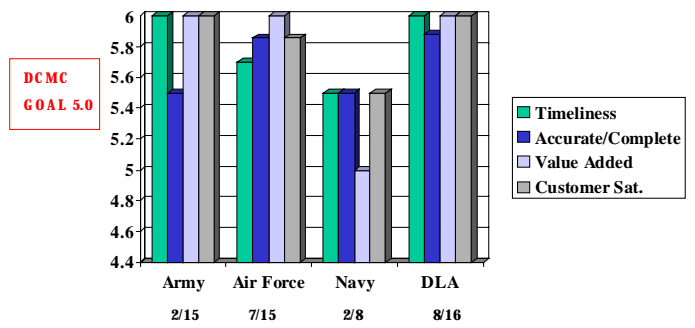
Technical Support To Negotiations (TSN)

QTY: 19/54   35% Return Rate

Postcard Trailer
Customer Satisfaction Rating

DCMC GOAL 5.0

Legend:
- Timeliness
- Accurate/Complete
- Value Added
- Customer Satisfaction

Army 1/3   Air Force 2/2   Navy 10/48   DLA 1/4
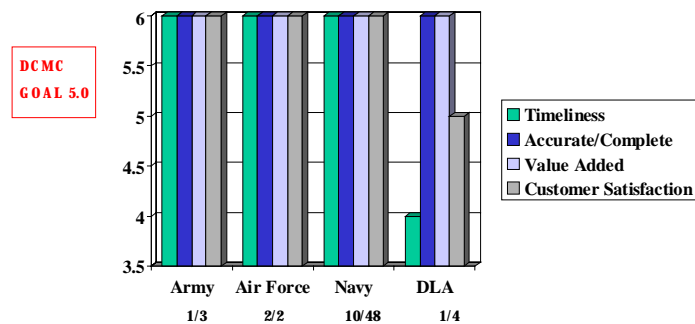
Price Negotiation Memorandum

QTY: 14/57   25% Return Rate

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DoD IG and IOA Trend Analysis

Two reviews of DCMC's performance relating to customer support were conducted in FY 99. The first review was an audit conducted by the Department of Defense Inspector General (DoD IG). It focused on DCMC's support to the Program Manager. The DCMC Reserve Unit in support of DCMC-PA conducted the second review. The reserve team performed a trend analysis of Internal Operational Assessments and the impact of findings upon the customer.

DoD IG Review

The DoD IG conducted an audit of DCMC's Support to System Acquisition Program Managers from March 1998 to February 1999. During the audit, the DoD IG visited DCMC Headquarters, East and West District Offices, and four Contract Administration Offices. They examined DCMC policy, automated information systems, Memorandums of Agreement, Surveillance Plans, customer survey data, and contract administration reports. The results of the audit were reported in Audit Report Number 99-154, "Defense Contract Management Command support to System Acquisition Program Managers," 12 May 1999.

The DoD IG stated:
"DCMC has maintained a high level of contract administration office support to system acquisition program managers through revising contract administration policies and procedures and through continuous monitoring of program office satisfaction."

The DoD IG found that "DCMC has effectively implemented this [customer satisfaction] policy through the Customer Support Outreach Program which provides DCMC with regular feedback from customers such as program managers." Additionally, "the results of DCMC surveys of system acquisition program managers and their staffs during FY 1998…indicated a high level of satisfaction with the contract administration support"

While the report was complimentary in part, the DoD IG noted significant process improvements were needed. The report stated: "Although DCMC provided effective contract administration office support to system acquisition program managers overall, it could improve implementation of procedures in the following two areas: Program Support teams did not document that they conducted annual reviews of 17 of 34 MOAs to ensure they still reflected the customer's desires,…[and] Program support teams did not define contract specific surveillance responsibilities and procedures for 47 of 48 program surveillance plans at four Contract Administration Offices."

Program Surveillance Reports and Memorandums of Agreement

The IG noted: "Program support team's annual reviews of the memorandums of agreement help ensure that the agreements address the most current concerns of the program manager, including areas of emphasis, communication procedures, and technical representative duties…Program support teams use program surveillance plans to implement a proactive approach to contract surveillance and to provide program managers with maximum information on the effectiveness and efficiency of contractor

systems and processes." The MOA and Program Surveillance plans are just two of the tools available to the Program Integrator to assist him in ensuring that the needs and priorities of the program office are being met. The customer's comments reflect this and these tools are being used by PIs with whom the program office is highly satisfied.

IOA Trend Analysis

At the request of DCMC-PA, the DCMC Reserve Unit reviewed the Program Integration, Customer Focus, Early CAS, Navy Special Emphasis Programs, and NASA Support processes. The IOA findings were entered into a database, a trend analysis was performed, and the major drivers were identified.

Program Integration:
Three major drivers in terms of findings in the area of Program Integration were identified. They were:
- Memorandums of Agreement
- Letters of Delegation
- Surveillance Plans

These are the same issues that are highlighted in the DoD IG Audit. In the last year, DCMC has implemented a number of process changes and tools to assist the Program Support Team in accomplishing its task. The section of this report on Program Integration describes these changes. In addition, DIRAMS V 5.0 contains additional screens that enable the Districts, HQ, and the CAO Commander to track the status of program related documentation.

The IOA reviews, DoD IG, and customer survey data establish a strong link between our customer's satisfaction and the diligence of the PST to follow established procedures.

Customer Focus
The major findings in the area of Customer Focus were:
- Identifying and resolving customer issues.
- Outdated Memoranda of Agreement

Without properly documented processes, the CAO has difficulties in identifying and resolving customer issues. With outdated MOAs and Surveillance Plans, the management control of customer knowledge is lost. These issues are linked to, and reflect the identical concerns revealed in the Program Integration paragraph above.

Early CAS
The major drivers in Early CAS tended to be related to documentation of Early CAS efforts.

The Early CAS process has been surveyed for the last year and the customers are extremely appreciative of the support. This is a process that is working and under control at the majority of the CAOs. Only one major and five minor findings were noted.

Navy Special Emphasis

The drivers on the Navy Special Emphasis Programs (NSEPs) include:

- QARs not complying with delegated requirements (i.e., Quality Letters of Instruction /Letters of Delegation)
- Documentation - QARs lacking or improperly documenting inspection results
- Training - QARs missing one or more of the required NSEP Certification courses

Only one CAO had a satisfactory review of Navy Special Emphasis, and 50% of the CAOs had major findings. Due to the high level of consequence to our ships and sailors, this risk area needs much closer attention from CAOs where Navy Special Emphasis work is being performed.

NASA Support

The support to NASA was fairly inconsistent. The Observation Records at half of the CAOs were rated satisfactory, while 44% of the CAOs had observations that were rated as major concerns. The key drivers were:

- Program Surveillance Process
- Redelegating Quality Assurance Functions
- Proofing of high-risk critical processes
- Mandatory Inspection Requirements
- Material Review Board (MRB) Activities and Corrective Actions

The concerns noted in the NASA Support process crossed a wide section of requirements. Overall, results indicated attention to the requirements in Letters of Delegations needed to be focused upon.

Liaison 2000

CAO and Liaison Relations

DCMC Customer Liaison Representatives are stationed at the major DoD buying commands, DFAS, DSCA, DSMC and the Navy's Acquisition Center of Excellence. These customer organizations account for 80% of the DCMC business base by dollars obligated. Customer Liaison Representatives (CLRs) provide advice and assistance to DCMC Commanders and acquisition officials. As ambassadors for DCMC, they continually assess customer satisfaction with DCMC services, and identify areas of improvement and future DCMC business opportunities. *The CLRs are the direct link between the customer, Program Integrator, DCMC Commanders and DCMC Headquarters.* As mentioned earlier in this report, our high customer satisfaction rating reflects the high quality work performed at our CAOs. The Liaison/CAO relationship is critical to maintaining good customer relations, and this was an emphasis area in FY99 and will continue to be an emphasis area in FY00.

In FY99, each CLR visited the top five CAOs doing business with their respective buying commands. These visits were well received by all the CAO Commanders visited. Due to the success of the initiative, the program has been expanded in FY-00 to include CLR visits to all CAOs.

During each visit, the Liaisons present the following:
- Their view of the buying command's priorities, what they do, where the buying commands are headed in the world of acquisition, and where the CAO fits in the overall scheme of things from the view of the buying activity.
- A summary of Common Metrics performance and the buying command's perspective of the CAO (e.g. their respective percentage of overage contracts being handled by the visited CAO, delinquency problems or the percentage of the buying command's business base being serviced by the CAO).
- An overview of the types of services and assistance that the CLR can provide to the CAO.

Several unexpected benefits evolved from the visits.
- Provided the CAO Commander with the ability to surface sensitive issues in need of attention and resolution. This helped cement the buying activity, Program Manager and CAO relationships on common issues that can be worked jointly.
- The Program Managers were pleased and excited that the Liaisons took the effort to know their programs, were visiting the CAOs with whom they had Memoranda of Agreement, and were helping the Program Manager resolve issues.
- The CAOs that were visited by our DFAS Liaison also received individual attention; new solutions to nagging, old problems, and "how-to" advice on employing the DFAS Liaison in the resolution of payment issues.
- When the NASA Liaisons visited the CAOs, they were also very appreciative. One of the NASA top-five CAO commanders stated that a visit by the NASA Liaison is "absolutely necessary for a new commander."

- The visits were equally beneficial for the CLRs. The CAO was able to raise issues and concerns about the customer in a non-attribution environment. The CLR was then able to work those issues in the same teaming vein utilizing their access to the Program Managers.
- The CLRs were able to take back to the buying command the initiatives and innovative practices that the CAOs were working on. The buying commands are as eager to hear about our initiatives as we are about theirs.
- The meetings that seemed to be the most productive overall, were the ones in which the CAO Commander brought in their deputies, Operations Chief, and all the Program Integrators. By having good communications between the CLR and the Program Integrator, they can work as a team with the Program Manager to head off problems before they become issues. Many times the CLRs will hear about future program shifts, prior to them becoming official, and can provide a heads-up to the Program Integrator. Similarly, the Program Integrator will know the details of a program far better than any single CLR, and can provide the CLR with the insight and knowledge of the inner-workings of a program.

Common Metrics Initiative
All DCMC Liaisons have developed common metrics with their respective customer. Influence by both the customer and DCMC on these selected metrics has helped improve overall performance and resulted in an enhanced "teaming approach" to continuous improvement. Typical "common" metrics utilized across most of the major buying commands include:
- Funds at Risk of Cancellation
- Delivery Delinquencies
- Overage Contracts for Closeout

Bringing information from MOCAS to the customer locations for better management of the various business processes has been met with great success and unexpected benefits.

The Funds at Risk data has become ingrained in many of our customers' business processes and continues to pay dividends for DCMC. A side benefit to the Common Metrics Initiative has been the added scrutiny of the data resident in MOCAS. As more eyes analyze the data, discrepancies are discovered and corrected providing an additional data base integrity enhancement. As FY2000 approaches, DCMC Liaisons are again looking at the Common Metrics Initiative to further challenge our business practices and bring this mutually established and successful initiative to even higher levels of Buying Activity/DCMC teaming.

DLSC/DCMC Liaison Teaming
DCMC-PA (Customer Support Team) and DLSC-C (Customer Support and Readiness) work closely together to improve customer support and present a single face to the customer. The staffs work in concert to assure tailored support is provided to the Military Services. Both organizations actively participate in each other's conferences and outreach programs. For instance, DCMC-PA participates in the DLSC Contractor Logistics Support Working IPT and provides information regarding potential CLS

initiatives.   Also, DCMC-PA and DLSC-C are jointly working on ways to improve the Agency's readiness support posture through the Program Integration for Readiness project.

Co-located DCMC CLRs and DLSC Customer Support Representatives (CSRs) work together to assure our customers receive the best supply support and contract management services possible. The representatives of both Commands are currently working together on various joint projects. DCMC has taken an active role in assisting the DLSC CSRs gain access to program managers, and work together in a coordinated approach to provide both acquisition and logistics support. Teaming success is evident at the ALCs, ICPs, and major buying commands.

Early CAS
Liaisons play an active role in Early CAS. Some examples of DCMC Liaison support to Early CAS include:
- Defense Supply Center Richmond (DSCR) CLR's assistance regarding C-5 VPV support to the programmed depot maintenance line at Warner Robins ALC;
- Defense Finance and Accounting Service (DFAS) CLR support to Tinker ALC regarding B-2 contract structure for ease of payment;
- US Navy Acquisition Center of Excellence CLR review of an RFP for the Long-Term Mine Reconnaissance System;
- US Army Simulation and Training Simulation Command (STRICOM) CLR's coordination of Early CAS support to programs such as NAWC-TSD and ONESAF;
- US Air Force Space and Missile Command CLR's participation with acquisition of Defense Advanced Global Positioning System Receiver.

Program Integration 2000

Program Focus

This year we are moving to a more defined "Program Focus" to better respond to the Government Performance Results Act (GPRA), and because it makes good business sense. We have developed new policy, methodologies and tools, and refocused our training program in order to accomplish this.

Our primary goal is to link the DCMC Headquarters Service Desks, District Headquarters Process Champions, Program Integrators, and Customer Liaisons into a tightly knit team providing optimal support to Program Managers to help ensure successful program execution. Changes are designed to:

- Better integrate cost/schedule performance assessments with technical risk
- Provide additional focus on predictive analysis versus historical data
- Broaden the knowledge base of Program Integrators (PIs come from varying functional disciplines)

Policy Changes

The Program Integration One Book chapter has been revised so that it now has a "Program Outcome Orientation." Following is the three-step process:

1. The PI will identify the PM's desired program outcomes and address them in the MOA.
2. The PI, with the assistance of the Program Support Team (PST), will then identify the contractor processes and process results that drive the PM's expected outcomes.
3. These will be incorporated into the DCMC surveillance plans and be tracked to conclusion by the PST members.

The DCMC Program Status Chart will help focus attention on program problems and problem programs. With this chart, the Command will be able to identify those programs with multiple red/yellow ratings and coordinate necessary HQ/District Service Desk, PI/PST, and CLR activities and actions to help resolve problem areas. The Program Status Chart is shown at Appendix B.

Tools:

We have developed new tools to assist the PI and Program Support Team. A PI Desk Reference entitled "Influencing Program Outcomes" has been developed to move towards a Program Outcome Orientation. It reinforces the PI leadership role within the PST and places strong emphasis on the MOA and Program Surveillance Plans. Additionally, we have developed an on-line PI Information resource guide that can be accessed through the DCMC Homepage. The guide provides real-time, one stop information for a PI or the PST. It contains a comprehensive set of tools and examples for PI/PST use. It is also a gateway to acquisition information and training resources.

Training:
Training is comprised of a two-part game plan consisting of training in "systems acquisition" and "EVM". Our goal is to ensure PIs have a strong Program Management background. For system acquisition, we are targeting *all* PIs to complete ACQ-101 by June 2000. This is now an on-line course. We are pursuing additional training offerings for ACQ-201, as this is a bottleneck across DoD. Finally, we have targeted the PMT 302 course for our ACAT I PIs initially, and are evaluating the use of a modified short course for the other PIs. For the EVM courses, we expect all PIs to complete BCF-102 by Jan 2001, as this course will go on-line in Jan 2000. We recognize that BCF-203 has the potential to have a backlog and we are targeting ACAT I PIs this year.

Given some of the training constraints identified above, we have taken intermediate steps to help alleviate the problem. First, we developed and conducted an EVM/PI workshop for PIs in August 99. This workshop provided specific guidance on how Program Integrators should assess and report Earned Value performance to better serve the needs of the PM. Secondly, we developed a 3 day "Fundamentals of EV" DSMC course to be taught 6 times in DCMDE and 6 times in DCMDW. This will provide PIs with the core knowledge they require to perform EVM until BCF-203 is available to them. (Schedule B for scheduled course offerings). We have also developed a 1-day "Roadshow" to be conducted six times across the Command in FY2000. This will provide PIs with a thorough review of new policies and training opportunities.

PI Readiness Initiative
Under Program Integration for Readiness, DCMC Program Integrators partner with military service and DLSC logisticians to efficiently and effectively support weapon system readiness. With thousands of spare parts in the DoD supply system and multiple buying offices, DCMC can not provide traditional PI support for all spare part purchases. However, every weapon system has a "critical few" spare and repair part items that impact on readiness. DCMC has modified the PI concept to address the "critical few" readiness drivers on selected weapon systems. DLSC and the military services identify a small number of "critical few" readiness spare parts for a specific weapon system to the DCMC PI. The PI consolidates production information from contractors across the industrial base, coordinates in-plant support to expedite high priority orders, and reports information to the responsible customer. The PI for Readiness acts as the single point of contact for DCMC regarding the production status of parts on the list, regardless of where the part is manufactured, or which DCMC office administers that particular contract. Supporting PIs (SPIs) are delegated to work issues at the various vendor plants. PIs have assisted logisticians by providing: accurate lead time history, alternate suppliers, contractor past performance data, supply availability improvement support, in-plant expediting support, and de-obligation support.

PI for Readiness efforts apply to level A weapon systems (or their major components) as identified by the military services. The DLSC/Service logisticians identify *current* readiness drivers, backordered parts that impact non-mission capable (NMC) status. Secondly, logisticians identify *potential* readiness items that could result in non-mission capable backorders if problems arise. Through close management, DCMC can help

prevent tomorrow's readiness backorders.

DCMC has initiated seven PI Readiness projects supporting the following programs:
- High Mobility Multipurpose Wheeled Vehicle.
- OH-58D Kiowa Helicopter.
- Family of Medium Tactical Vehicles.
- Heavy Expanded Mobility Tactical Truck.
- F404 engines.
- T-700 engines.
- UH-60 Blackhawk.

By applying sound CAS techniques to "critical few" readiness parts, DCMC influences weapon system readiness rates and directly helps the warfighter. During FY 2000 DCMC will offer these services to the Program Managers of Level A weapons systems. The initial offering will involve systems that are still in production and have a Program Integrator currently in place.

Lead District Concept

The DCMC Lead District Concept was established to structure a coordinated Command-wide approach to strengthen relations with key customer buying activities who are not directly supported by a full time Customer Liaison Representative. Under this concept, Districts East, West and HQ Customer Support Team personnel visit a designated buying activity at least once each year to discuss workload priorities, concerns, customer expectations, and to exchange information to enhance Customer and DCMC partnering. The District and HQ Customer Support Teams manage this program and track all post-visit follow-up actions.

The combination of the 16 buying activities covered by Lead District and the activities with full time CLRs accounts for 92% of DCMC's business base.

Lead District Customers are selected and assigned by evaluating data from MOCAS and the Shared Data Warehouse, using criteria such as the number of contracts administered by DCMC, the value of the obligated contract dollars, and unliquidated dollar obligations.

During annual visits, the Headquarters and District Teams provide the buying activity with an update on DCMC initiatives, and solicit customer feedback with respect to customer issues, concerns, and priorities.

1999 Lead District Feedback
The following buying activities were visited in FY99 under this initiative:
- Soldier Systems Command
- FISC San Diego
- Phillips Labs
- Port Hueneme
- Naval Regional Contracting Center Philadelphia
- Rome Laboratory
- Armament Research Development and Engineering Center
- National Guard Bureau Falls Church

During the visits, HQ and District representatives solicited feedback on DCMC performance, identified customer priorities, and also updated the customers on DCMC reform initiatives.

Results of the 1999 Lead District visits highlighted specific areas of concern that are recurring themes. They are communications, timeliness, and capability. The trends are favorable in communications with a continued concern with DCMC's overall capabilities as a result of downsizing. Downsizing is causing delays and untimely inputs from CAS organizations.

Lead District results for 1999 have demonstrated the power of information. The customer feedback captured during annual visits identified specific customer needs with respect to specific DCMC processes. Customer feedback has provided DCMC with valuable feedback information used in Command-wide directional guidance and opened critical lines of communication with our customers. In FY 2000, DCMC will continue to use this avenue to address the concerns and understand the customer base at locations where DCMC Customer Liaisons are not present.

Navy Special Emphasis Programs

DCMC provides support to the Navy Special Emphasis Programs, which include the Navy Nuclear Propulsion Program (NNPP), Nuclear Plant Material (NPM), Level I (LI), Submarine Safety (SS) and Navy Ship Propellers and Propulsion Shafting (NSPSP) Programs.

Over the past year, the LI/SS programs have been experiencing an increase in the receipt inspection reject rate. The DCMC HQ NSEP Manager has been working closely with the District NSEP Coordinators to ensure that DCMC personnel receive the proper training and that these programs receive the increased management attention needed to reduce the reject rates. The DCMDE Commander took a personal interest in reducing the reject rates due to the majority of this work occurring in the Eastern District. The reject rate was as high as 15.2% for both Districts in June of this year. The reject rate in September was 13.8%. Our customers are pleased with the efforts taken to reduce the reject rate, but we still have a long way to go to reach our goal of less than 3%. DCMC Commanders are encouraged to continue to keep this high on their lists of priorities. The HQ NSEP Manager and District NSEP Coordinators will continue to provide assistance, including formal training and informal awareness briefings on these programs.

On a positive note, DCMC has been involved in an initiative with the Navy's Naval Sea Systems Command (NAVSEA), the public and private shipyards and their respective Supervisors of Ship Building (SUPSHIPs) to improve the oversight of key processes at critical suppliers to the LI/SS programs. This initiative is designed to develop a standardized methodology and tools for conducting process oriented product audits on selected key manufacturing and business processes. To date, 24 checklists have been developed for the auditors use. DCMC is playing a key role in supporting this initiative, as we are the customer's in-plant "eyes and ears". Many of these audits will be performed jointly with the participants in this program while others will be performed independently by DCMC. The Navy's Naval Sea Logistics Center Detachment Portsmouth's Product Data Reporting and Evaluation Program has developed the Supplier Assessment Program database to be the repository for all audits conducted at the Navy's Critical Suppliers and will greatly reduce the number of required supplier audits.

Forward Look -Tomorrow's Customer

One of DCMC's most challenging responsibilities in today's dynamic environment of reform and downsizing is to correctly position itself today in order to meet the customers' needs and priorities of tomorrow. Our liaisons, survey instruments, customer visits, and CAOs and Districts provide the Command with much valuable information. During Fiscal Year 2000, the Customer Support Team will look at ways to better synthesize and integrate this information Command-wide. The Team will explore innovative ways of translating these multiple information "bytes' into overarching concepts and constructs that DCMC can use in shaping the DCMC of tomorrow. This is a complicated task, and your thoughts and suggestions are welcome as we go down this path.

Appendix A. Customer Demographics

Our customers value and want an onsite representative who knows DCMC and its capabilities. The Customer Liaison represents the DCMC Commander at the buying activity and serves as the primary point of contact for DCMC level business dealings relating to a number DoD weapons systems and support programs. As a corporate asset, the Liaison must maintain a DCMC-wide focus in dealing with customer issues. The Liaison must stay current on issues of importance to the buying activity and on initiatives being fostered by DCMC, and is responsible for integrating and balancing these two important factors in an effective manner.

DCMC administers contracts for hundreds of buying activities and contracting offices. We also provide reimbursable contract administration services to 15 civilian agencies, which include:

NASA	United States Postal Service
Department of Transportation	Environmental Protection Agency
Department of State	
Department of Energy	

Eighty-eight percent of our customer base, as measured by Unliquidated Contract Dollar Obligation (ULO), is supported by a Customer Liaison Representative in residence at the customer facility. For a detailed breakout of the buying commands roles as missions, see the Buying Command Descriptions on the DCMC-PA Resources web page. Listed below are the Army, Navy, Air Force, and DLA activities with resident DCMC Liaisons, together with key customer statistics.

Army	# Contracts	OBL$	ULO$
Communications and Electronics Command CECOM	7,034	29.7B	2.7B
Tank-Automotive and Armaments Command TACOM	13,170	52.0B	4.8B
U.S. Army Industrial Operations Command IOC	874	7.7B	1.0B
Simulation, Training and Instrumentation Command STRICOM	2,485	7.5B	1.0B
U.S. Army Aviation and Missile Command AMCOM	11,560	62.9B	9.3B

Navy	# Contracts	OBL$	ULO$
Naval Air Systems Command NAVAIR	5,037	86.0B	12.5B
Naval Sea Systems Command NAVSEA	6,557	82.7B	7.3B
Space and Naval Warfare Systems Command SPAWAR	6,932	16.9B	1.1B
Naval Undersea Warfare Center NUWC	9,022	2.1B	0.2B
Naval Inventory Control Point, NAVICP	24,707	4.5B	1.8B

Air Force	# Contracts	OBL$	ULO$
Aeronautical System Center ASC	2,563	191.7B	14.4B
Electronic Systems Center ESC	3,265	37.7B	4.3B
Space and Missile Systems Center SMC	333	46.5B	3.4B
Warner Robins Air Logistics Center WR-ALC	5,776	14.7B	1.9B
San Antonio Air Logistics Center SA-ALC	16227	10B	2.1B
Oklahoma City Air Logistics Center OC-ALC	4,264	15.9B	2.9B
Ogden Air Logistics Center OO-ALC	4,325	7.2B	1.3B

DLA	# Contracts	OBL$	ULO$
Defense Industrial Supply Center (DISC)	50195	256M	72M
Defense Supply Center Philadelphia (DSCP)	11594	5.3B	784M
Defense Supply Center Richmond (DSCR)	28,459	1.5B	0.8B
Defense Supply Center Columbus (DSCC)	79423	1.6B	414M